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~~Date ??~~
April 15, 1958

MEMORANDUM FOR: Chief, Management Staff

SUBJECT: Reorganization - Public Works Branch/ [REDACTED] 25X1A6b

REFERENCES: (a) Task Force Committee report by Office of Logistics,
July 1957 re Public Works Organization

(b) Engineering Study and Evaluation, Public Works
Organization, 3 March 1958 by Maintenance
Division, [REDACTED]

25X1C4a

1. It is requested that the Public Works Branch, [REDACTED] be reorganized to include a Controlled Maintenance function and necessary manpower based upon standard statistical staffing criteria. It is only through the implementation of Maintenance Management procedures that it is possible to apply sound management principles to this organization's Public Works function. The present Public Works organization does not provide for Maintenance Management.

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2. Two independent studies of this organization have been made. Reference (a) recommends the formation of a Maintenance Control Unit and the establishment of a Cost Accounting System for Public Works management purposes. Reference (b) reflects experience acquired in implementing Controlled Maintenance at twenty-two [REDACTED] activities in the [REDACTED] and provides guidance in Controlled Maintenance procedures modified to conform to an Activity of this size. Reference (b) recommends a Public Works Department of ninety-eight (98) positions not including the Public Works Officer position and the janitorial function and without regard to responsibilities in support of training. Our proposal recommends a Public Works Branch of ninety-nine (99) positions including the Public Works Officer position, support of training, the janitorial function and the establishment of Maintenance Management and Control.

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25X1C4a

3. There are now eighty-five (85) positions allotted to the Public Works Branch (See Tab B) with a gross base salary cost of approximately \$420,764.00. The establishment of Maintenance Management will require changes within our present Table of Organization as follows:

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a. The establishment of a Maintenance Control Section to include the positions of:

Maintenance Engineer	1
Planner and Estimator/Inspector	2
Engineering Aid	1
Draftsman	1

b. The establishment of an Administrative Section to include the positions of:

Administrative Assistant	1
Accounting Clerk	1
Secretary	1
Clerk-Typist	1

c. In addition, the Maintenance and Utilities Section should be modified by the establishment of a Metal Trades Shop in order that the duties and responsibilities of the Utilities Section may be performed more efficiently under the principles inherent in the proposed system. These principles are continuous inspection, preventive maintenance, planning and scheduling, and reporting. The operation and preventive maintenance of all service utilities and installed equipment will be performed by the Utilities Section with little reference to the Maintenance Control Section as to scheduling. The Metal Trades Unit will perform repair work, alterations and minor improvements generated by inspection, requests of the training complement, and other customer requests planned and scheduled by the Maintenance Control Section.

4. The Table of Organization proposed under Tab D will require an allotment of ninety-nine (99) positions and a gross base annual salary cost of approximately \$97,042.00. This amounts to a salary expenditure increase of approximately \$16,000.00. However, the effective implementation of the proposed Maintenance Management System will improve production and performance and should result in savings

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well over this amount. Under the present organization we have manpower without adequate technical guidance, procedures, policy, space and equipment. Effective implementation of Maintenance Control procedures will result in:

- a. Work generation through regular inspection and planning rather than "breakdown maintenance".
- b. Better staff organization and planning of work which will mean increased production per employee.
- c. Improvement in the quality of supervision.
- d. An improved technical reporting system which will provide a basis for efficient self-regulation and control of station maintenance and produce accurate and meaningful data for budget estimates and developmental planning.

5. The proposed staffing pattern (Tab D) is based on work measurement criteria, recommendations of the two independent studies (reference (a) and (b)), the current level of base maintenance, and the experience and observation of the Public Works Officer at this Station. These factors have been tempered by the realization that there exists a continuing ceiling problem which must also be given serious consideration. It is expected that criteria generated by effective implementation of Maintenance Management and Control procedures will provide justification for further changes and improvements and will provide the mechanism for assessing future personnel requirements based on the Branch's capabilities in relation to requirements of the base mission. For example, data provided by this system may be used to determine the feasibility of contracting additional functions which would allow for a possible future decrease in the number of Table of Organization positions. Additional positions requested are necessary for the implementation of the Maintenance Management System. It is expected that these can be made available from the 32 positions to be deleted from the [REDACTED] T/O as a result of the contract for operation of base cafeterias now being negotiated.

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MATTHEW BAIRD
Director of Training

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TAB B

RECOMMENDED T/O ADJUSTMENT, PUBLIC WORKS BRANCH, [REDACTED] 3/
(Administrative Segment Only)

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<u>Position Title</u>	<u>Position No. & Present Grade</u>	<u>Grade Proposed by OTR</u>
Station Engineer 2/	U 631-GS 12	GS 13
<u>Engineering/Maintenance Control Section 3/</u>		
Plant Engineer	New	GS 12
Planner/Estimator (2)	New (2)	GS 10
Engineering Aid	U 1145-GS 9	No Change
Draftsman	New	GS 9
<u>Administration Section 3/</u>		
Administrative Assistant	New	GS 9
Accounting Clerk	New	GS 7
Secretary - Stenographer	U 1173-GS 6	No Change
Clerk - Typist	New	GS 4
<u>Maintenance Section</u>		
Supervisor	U 866-WBS 11	No Change
Shop Planner/Assistant Supervisor	U 1298-GS 6	WBS 9
Clerk - Typist	U 1312-GS 4/5	No Change

1/ Proposed by OTR and recommended by the Management Staff subject to position evaluation action by the Director of Personnel

2/ Chief of the Public Works Branch

3/ New Section

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PRESENT T/O, PUBLIC WORKS BRANCH, [REDACTED]
(Administrative Segment Only)

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<u>Public Works Co.</u>	<u>Position No. & Grade</u>
Maintenance Engine.	U 631 - GS 12
Engineering Aid	U 1145 - GS 9
Secretary - Stenographer	U 1173 - GS 6
Clerk - Typist	U 1312 - GS 4/5
<u>Maintenance Section</u>	
Maintenance Supervisor	U 866 WBS 11
Administrative Services Assistant	U 1298 GS 6

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